



SACHI A. HAMAI  
Chief Executive Officer

## County of Los Angeles CHIEF EXECUTIVE OFFICE

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May 12, 2016

To: Supervisor Hilda L. Solis, Chair  
Supervisor Mark Ridley-Thomas  
Supervisor Don Knabe  
Supervisor Sheila Kuehl  
Supervisor Michael D. Antonovich

From: Sachi A. Hamai  
Chief Executive Officer

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Third District

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Fifth District

### STATUS REPORT ON COORDINATED REVIEW OF PROBATION CHALLENGES

On April 18, 2016, the Chief Executive Office (CEO) convened a meeting that included representatives from the Departments of Auditor-Controller (A-C), Chief Executive Office, County Counsel (CoCo), Human Resources (DHR), and Probation Department (Department) to coordinate reviews of the management and administrative challenges at Probation. In many instances, the reviews address issues raised in prior reports to the Board or in recent Board actions. The action areas include:

1. Organizational Structure and Oversight
2. Staff Recruitment, Selection, Promotions and Training
3. Fiscal Controls
4. Creation of Data Driven Systems
5. Court Collaboration in Juvenile Case Planning
6. Contracting with Community Based Organizations
7. Average Daily Cost per Youth
8. Maintenance of Juvenile Institutions
9. AB109

This memorandum serves to provide a status of the key actions taken to address the nine areas noted above.

*"To Enrich Lives Through Effective And Caring Service"*

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### **KEY ACTIONS TAKEN**

Action Item #1: Organizational Structure and Oversight  
Deliverable(s): Establish Stronger Leadership and Accountability  
Lead Depts: Probation, CEO and CoCo  
Due Date: To Be Determined (TBD)

Calvin C. Remington, Interim Chief Probation Officer has begun addressing some of the Department's organizational challenges through various administrative actions. In April 2016, Mr. Remington took initial steps to reassign managers to oversee areas that better utilized their experience and skillset. This month, Mr. Remington anticipates completing phase two of his management reassignments. Additional management changes are forthcoming.

The Board also has approved two separate motions, which are:

- 1) February 2, 2016 – Establishes a working group to assess the current landscape of entities tasked with evaluating, monitoring and/or correcting the work of the Department, including the feasibility of establishing a permanent Probation Oversight Commission, similar to that recently established to oversee the Sheriff's Department, to oversee the operations of the Department.

Status: In progress and will have a direct impact on the Department. The Working Group has begun meeting on a bi-monthly basis starting in April 2016. It is currently in the information gathering phase of its task of evaluating the various entities involved with the Department. The Working Group anticipates that it will take a minimum of two months for this review phase.

- 2) February 16, 2016 – Authorizes the CEO, in conjunction with the Executive Director of the Countywide Criminal Justice Coordination Committee (CCJCC), Interim Chief Probation Officer, and the A-C, to engage a consultant with expertise in best practices of probation system reform efforts, criminal and juvenile justice matters, and youth development for the Probation Governance Model review.

Status: In progress and will have a direct impact on the Department. The solicitation for the consultant for the Probation Governance Model review was released to potential vendors on April 14, 2016 with a proposal submittal due date of May 5, 2016. However, the deadline was recently extended to May 16, 2016. In addition, on May 4<sup>th</sup>, and May 9<sup>th</sup> – 11<sup>th</sup>, various meetings occurred between the Department, CEO, A-C, DHR and CoCo to address the next steps of each department towards achieving the goals outlined in this motion.

Action Item #2: Staff Recruitment, Selection, Promotions, and Training  
Deliverable(s): Use of Best Practice in Hiring, Promoting, and Training Employees  
Due Date: 60 days for Initial Review  
Lead Depts: DHR, CEO, and Probation

On April 20, 2016 representatives from DHR and CEO met to discuss the Department's staff recruitment, selection, promotional, training, and how DHR may assist with this task. A follow up meeting with DHR's Impact Team (Team) was held on April 28, 2016. The Team is developing a work plan to include best practices to assist the Department to improve its human resource operations, as well as overall staffing and promotional practices. DHR's work plan will also include a review of training to identify where additional training will enhance Probation staff/management's ability to perform their job duties. The Team will also review the Department's use of staff with criminal justice backgrounds, and examine best practices and trends for staffing and meeting the needs of juveniles supervised by the Department's staff. In addition, DHR will explore a therapeutic model of training staff with an emphasis on trauma informed care.

Action Item #3: Fiscal Controls  
Deliverable(s): Establish Accounting and Administrative Controls to Monitor and Maintain Compliance with County Fiscal Policy  
Due Date: August 31, 2016  
Lead Depts: Probation, A-C, and CEO

On April 25, 2016, representatives from the CEO, A-C, and the Department met to discuss the status of prior audit recommendations and fiscal controls related to trust funds, accounts payable, special revenue, and budgeting. The Department has taken action to implement many of the A-C's prior recommendations and is in the process of ensuring all remaining recommendations are implemented. In addition, the Department's fiscal staff will be working with the CEO and A-C to develop additional administrative controls to ensure better tracking and monitoring of its budget and

various revenues sources to ensure revenue is maximized. On May 9, 2016, a follow up meeting was held to discuss the Department's progress in implementing the A-C's recommendations. The A-C will be requested to perform an independent follow up review to verify that the Department has taken appropriate corrective action(s).

Action Item #4: Creation of Data Driven Systems  
Deliverable(s): Create Data Sets and Monitoring Reports to Track Outcomes and Inform Practice and Policy Decisions  
Due Date: December 31, 2016  
Lead Depts: Probation

In April 2016, the Department hired a consultant, Dr. Michael Schumacher, who is a former Chief Probation Officer with over 26 years of experience in the probation field, to assist in evaluating the existing research, program evaluation, and quality assurance unit for the Department. The objective is to create a unit that will ensure regular and consistent reporting of key outcomes to inform practice, programming and policy decisions, and ensures ongoing evaluation of juvenile justice programs and interventions, and their effectiveness.

Action Item #5: Court Collaboration in Juvenile Case Planning  
Deliverable(s): To Increase Front End Collaboration Between the Courts and the Department as Well as Improve Services Offered in Court Ordered Juvenile Case Plans  
Due Date: TBD  
Lead Depts: Probation, CEO and CoCo

On May 4, 2016, the CEO met with CoCo to discuss collaboration with the courts in juvenile case planning, the two previously referenced Board motions, contracting with CBOs, and the general assistance CoCo can provide with this review. A follow up meeting will be scheduled by the CEO with the Department, and CoCo, at which time more detailed discussions will occur and a timeline established for this action item.

Action Item #6: Contracting with Community-Based Organizations (CBOs)  
Deliverable(s): Develop Recommendations to Streamline Board-Directed Allocation of Grant Funds to CBOs  
Due Date: TBD  
Lead Depts: Probation, Internal Services Department (ISD), CEO and CoCo

In the next few weeks, a meeting will be scheduled with Probation, ISD, and CoCo to discuss ways to streamline contracting with CBOs.

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Action Item #7: Average Daily Cost Per Youth  
Deliverable(s): Report Analyzing the Average Daily Cost to Operate Probation's Juvenile Institutions  
Due Date: July 31, 2016  
Lead Depts: CEO, A-C, and Probation

On June 24, 2015, the A-C issued a report that indicated that the Department's cost of operating its juvenile institutions was much higher than the other large counties surveyed. CEO staff is taking the lead on this task and has requested juvenile hall and camp costs from the four counties included in the A-C report and two additional counties. We have begun reviewing information received from some counties but are still waiting for the remaining counties that have yet to provide the requested information. A meeting with CEO Capital Projects has also occurred and tours of selected juvenile halls and camps were conducted. We are also reviewing the Department's historical hall and camp population data. Bi-weekly meetings will be scheduled with staff to monitor their progress on this task.

Action Item #8: Maintenance of Juvenile Institutions  
Deliverable(s): Develop a Plan to Address Deferred Maintenance at Probation Juvenile Institutions  
Due Date: TBD  
Lead Depts: Probation, CEO, and ISD

On April 25, 2016, the Department brought back a former Probation manager with over 40 years of service as a 120 day retiree to consult and advise management on facility management and maintenance, procurement, and emergency preparedness. The manager has a wealth of knowledge and history that will provide a needed contribution to the Department's Management Services Bureau. The manager will be tasked with working with CEO and ISD to review the Department's list of deferred maintenance projects so that work can be properly prioritized with consideration given to the possibility of future facility closures. An initial meeting has been scheduled in mid-May with all the lead departments.

Action Item #9: AB109  
Deliverable(s): Evaluate the Effectiveness of AB109 and Whether the Data Being Reported is Sufficient and Effective  
Due Date: TBD  
Lead Depts: CEO, CCJCC, A-C, ISAB, Probation and CoCo

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In the next few weeks, a meeting will be scheduled with the lead departments to discuss ways to evaluate the effectiveness of the AB109 services provided by the Department.

### **Next Steps**

My office will continue to coordinate and regularly monitor the progress of each department to ensure timely reporting on each area of concern noted above. Quarterly status reports will be provided to the Board to keep you informed of our progress. The next status report will be due in 90 days.

Should you have any questions, please contact me or your staff may contact DeWitt Roberts, at (562) 940-2511 or Anna Hom-Wong, at (213) 893-2295.

SAH:JJ:SW  
DR:AHW:cc

c:     Executive Office, Board of Supervisors  
         Auditor-Controller  
         County Counsel  
         Countywide Criminal Justice Coordination Committee  
         Human Resources  
         Probation